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NOV 24 1956

MEMORANDUM FOR: Director of Security

SUBJECT : Report of Training Accomplished During First Quarter,
FY 1957

REFERENCE : Agency Regulation No. []

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1. The Director of Training has reported quantitative data regarding training accomplished by the Support Services during the period 1 July - 30 September 1956. According to these data, the total effort of the Support Services amounted to [] of the man-hours available during the period. This is substantially short of the policy requiring [] investment in training announced by Agency Regulation No. []

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2. During the base period the number of headquarters personnel in the Office of Security represented an input of [] man-hours. Applying the [] policy to this, your component would have devoted 9,172 man-hours to training its personnel. According to the data compiled by the Director of Training, headquarters personnel assigned to the Office of Security actually logged 5,104 hours or [] for the quarter. An analysis of this total by types of training is attached.

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3. I am aware that July and August are months during which a large amount of annual leave is used and hence usually a period of reduced training activity. But it is equally clear that we will improve on this performance only if we approach the problem with vigor, applying large measures of determination and imagination to evolving an effective program of action.

4. The policy announced in R [] makes clear the minimum effort to be devoted to improvement of professional competence through training. We must manage the effort with prudence and efficiency so as to realize a maximum return on investment. In general this merely means providing training first to those individuals with the greatest motivation and career potential. It means also that in marshalling individuals for training, final decisions may involve consideration of other factors such as age, physical condition and willingness to serve where needed. Further, and in recognition that certain assignments demand great self-reliance and all-around competence without

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opportunity for technical guidance and review, training of individuals should be programmed so as to satisfy career service staffing responsibilities in the following order of priority:

 Class A and Class B Stations)

- c. Headquarters, not under line control of Career Service Head
- d. Headquarters, under line control of Career Service Head

Signed

L. K. WHITE
Deputy Director
(Support)

Attachment:

Quarterly Report of Training
for Office of Security

SA/DDS/JER:epr (21 Nov 56)

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